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The Montana LAWMAN

A REPORT
by the Peace Officers Standards and Training Task Force

on the
Montana Law Enforcement Training Survey

GOVERNOR'S CRIME CONTROL COMMISSION

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God give us men! A time like this demands
Strong minds, great hearts, true faith and ready hands;
Men whom the lust of office does not kill;
Men whom the spoils of office cannot buy;
Men who possess opinions and a will;
Men who have honor, men who will not lie;
Men who can stand before a demagogue
And damn his treacherous flatteries without winking;
Tall men, sun-crowned, who live above the fog
In public duty and in private thinking.

Josiah Gilbert Holland

PD
Mont
.P355 m

SECTION ONE

PREFACE

PREFACE

The Peace Officer's Standards and Training (P.O.S.T.) Task Force had it's first meeting in November, 1969, at Missoula, Montana.

Since that first meeting the Task Force has held a dozen meetings to assess the qualifications, selection, training, and development of law enforcement personnel in the state. This was done with the view of drafting a legislative bill for the upgrading and general improvement of the law enforcement profession.

As an integral part of this assesment a statewide survey was conducted to determine the general level of training and to identify particular personnel characteristics of the Montana Lawman.

The results of this survey and the deliberations of the Task Force are the subject of this report.

We have tried to draw a profile of the "average" peace officer in the state and to make specific recommendations for the betterment of the profession and, ultimately, to insure greater and more competent service to the citizens of Montana.

Peace Officer's Standards and Training

Task Force

SECTION TWO

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SECTION TWO

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SECTION THREE

PEACE OFFICERS STANDARDS AND TRAINING

TASK FORCE MEMBERS

SECTION THREE

PEACE OFFICER'S STANDARDS AND TRAINING (P.O.S.T.)

TASK FORCE

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Great Falls, Montana 59401

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Missoula, Montana 59801

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Sheriff
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Butte, Montana 59701

* * * * * * * * * * *

C. W. (Bill) Wolfe
Education & Training Advisor
Governor's Crime Control Commission

Technical Advisor to Task Force

SECTION FOUR

RECOMMENDATIONS

RECOMMENDATIONS

The Peace Officer's Standards and Training Task Force, on the basis of extended studies, surveys and consultations over the past 12 months, recommends and endorses that the Legislative Assembly of Montana enact a mandatory law that shall create and empower a minimum standards council to pursue and attain the following goals.

GOALS

1. To raise the level of competence of state and local law enforcement officers and agencies:

    a. by establishing minimum standards for selection and professional development

    b. by establishing minimum standards for the training of law enforcement officers

    c. by establishing minimum management standards for the operation of law enforcement agencies

    d. by developing and implementing education and training programs through the utilization of research and management studies designed to increase the effectiveness of law enforcement management

    e. by encouraging the establishment of regional and multi-state specialized training programs

    f. by encouraging and stimulating a better understanding of the role of the law enforcement officer in our society

    g. by encouraging and fostering closer cooperation between all elements of the criminal justice system, and the sharing of resources when feasible

ROLE AND SCOPE

The role and scope should include, but not be limited to, the following activities:

1. Establish minimum selection standards applicable to all departments. Upgrade standards whenever the supply meets the demand.

2. Encourage civil service reforms to achieve flexibility in selection standards relating to residence, height, weight and age; assist departments in adjusting to more flexible physical standards and advise departments regarding replacing rigid physical requirements with frequent physical fitness and medical examinations.

3. Consider the establishment of different basic standards for departments and communities of various sizes to insure that incentive for improvement is given to large counties and cities as well as small.

4. Advise departments on matters relating to recruitment, retention and promotion of law enforcement personnel; advise departments on how to conduct adequate background investigations, how to structure personnel interviews, and how to evaluate officers during a probationary period and on methods of assessing applicant's character, aptitude and career potential.

5. Advise departments on ways of assessing applicants' attitudes as well as aptitudes in order to keep prejudiced persons out of law enforcement and to aid departments in assigning men to duties for which they are best suited by temperament and background.

6. Assist departments who are encountering difficulty in implementing reforms including release time of trainees.

7. Assist departments in establishing the concept of lateral entry of qualified persons into all positions within a law enforcement agency through the establishment of interstate lateral movement encourage and promote the establishment of transferable retirement systems.

8. In cooperation with the State Planning Agency assist in convincing local governing bodies of the desirability of undertaking innovations and help put these innovations into effect.

9. Develop and strengthen recruit, in-service and career development including specialized programs on subjects such as supervisory and management training, riot control, community relations, legal developments, ethics, discretionary decision making and implementation of policy.

10. Encourage the use of talented civilian instructors from other disciplines to teach specialized subjects such as law, psychology or race relations, public administration, criminal justice and behavioral science; assist in curriculum development and set standards for facilities, course material, classroom, and field techniques, training aids and qualifications of instructors through certification.

11. Assist in the development of better teaching materials and methods.

12. Initiate continuing education programs for officers and develop above programs through Department of Education or government grants including LEEP and draw heavily upon the resources of Police Science programs in community colleges, four-year colleges and universities to assist in training including the establishment of regional training facilities.

13. The responsibility for supervising or coordinating both law enforcement officer training and improving law enforcement organization and management should be combined in one agency and the council should assist local departments in the improvement of organization, management and operation by conducting management surveys.

14. Conduct studies to recommend ways of coordinating or pooling the resources and services of groups of departments.

15. To advise and assist in planning on a statewide basis to permit the establishment of computer systems and standardization of records and forms to accommodate such systems.

16. Certify law enforcement officers who have acquired various levels of education, training and experience necessary to perform adequately the duties of the law enforcement officer.

17. Make such inquiries and inspections as may be necessary to determine whether or not the selection, training and management standards established in the regulations are in fact being adhered to.

18. Provide financial aid to local government when feasible.

19. Serve as an action agency in assisting state planning agencies carry out recommended programs and serve as a resource agency on law enforcement problems and needs to the state planning agency.

20. Develop, summarize and forward all information, data and feedback on regional needs to the State Planning Commission; coordinate training and education programs in concert with, and to facilitate the implementation of the state comprehensive law enforcement plan and conduct or coordinate regional programs that will facilitate inter-governmental agency cooperation.

21. Initiate the research that must continually test, challenge, and evaluate professional techniques, procedures and, indeed, the standards of the council in order to keep abreast of social and technical change and develop within the ranks of law enforcement the vision, inventiveness and leadership that is necessary to meet the complex challenges facing the law enforcement officers of our state.

SECTION FIVE

INTRODUCTION

SECTION FIVE

INTRODUCTION

"The chicken makes a contribution to ham and eggs, but now consider the pig --- that's commitment!"

This aphorism was used by a newly elected mayor of a large eastern city to illustrate the basic difference between a contribution and a commitment to a cause.

In this era of name calling and contempt for those who combat destructive social behavior, this anecdote seems appropriate to the subject of this report -- The men who are committed to your welfare, safety and peace of mind.

THE MONTANA LAWMAN

He is your neighbor; lodge brother; husband; friend; father; son. The man in your rear-view mirror.

He is the connective tissue of society. The sinews of the public will. He, at once, holds us together and apart.

He deals with Montanans when they are both most threatening and most vulnerable, when they are angry when they are frightened, when they are desperate, when they are drunk, when they are violent, or when they are ashamed.

Since this is a time of increasing crime, increasing social unrest and increasing public sensitivity to both, it is a time when the lawman's work is peculiarly important, complicated, conspicuous and delicate.

This report and collection of data concerning Montana's law enforcement officers was compiled and evaluated by fellow officers.

We believe it to be a fair and reasonably accurate composite of the average Montana Lawman. His background, experience, training, education and, most importantly, his present and future needs for professional growth are portrayed herein.

It shows where we presently are and, in the recommendations of the Task Force, tells us where we need to be in the future and how to get there.

National crime statistics indicate that criminal activity is spilling over from the large cities into the suburbs and rural areas at an accelerated rate.

The quality of life in the Big Sky Country is now endangered by this malignant social ill.

Therefore, this is the time and place to take a long, hard, critical look at your man in the front line of defense.

The Montana Lawman

SECTION SIX

DISTRIBUTION OF QUESTIONNAIRES

SECTION SIX

DISTRIBUTION OF QUESTIONNAIRES

A total of 1209 Questionnaires were distributed to all law enforcement personnel in the State of Montana.

The following agencies were included in this survey:

1. Police Departments
2. Sheriff's Offices
3. Highway Patrol
4. Fish and Game
5. Township
6. Campus Police
7. Indian Police
8. Special Enforcement Agencies

METHOD OF DISTRIBUTION

The Task Force determined that to insure the widest possible distribution, each Sheriff in the 56 counties of Montana would receive adequate questionnaires for distribution to all law enforcement personnel within his jurisdiction. This was to include all personnel with the exception of state agencies such as the Montana Highway Patrol and Fish and Game Department. These state agencies received their questionnaires directly through department channels.

Included in the package of questionnaires mailed to each Sheriff was a tally card, pre-addressed and postage paid, for return to the P.O.S.T. Task Force. The Sheriff's were requested by cover letter to indicate on these cards the actual number of questionnaires distributed in his jurisdiction.

The tally cards were returned by twenty-six (26) sheriffs; therefore, no accurate accounting of actual distribution was received from thirty (30) sheriff's offices.

RETURNS

A total of four hundred sixty-five (465) questionnaires were returned and tabulated.

This represents a return of 38.4% of questionnaires mailed to the respective county sheriffs.

Anonymity was maintained throughout and pre-coding of surveys was not used to identify respondents. However, each respondent indicated his department classification and in which of the five (5) Regions of Montana he was employed.

The Regional designation used is the present system used by the Governor's Crime Control Commission and is indicated in this report as APPENDIX A.

The ultimate value of this regional designation will be in the planning, development and implementation of future training programs within each Region.

RETURNS BY REGION

ALL RESPONDENTS	1	2	3	4	5	TOTAL
Number of Respondents	97	109	79	83	72	440
Number of Supervisory Respondents	14	17	11	13	18	73

(NO REGIONAL DESIGNATION INDICATED = 25)

POLICE & SHERIFFS ONLY	1	2	3	4	5	TOTAL
Number of Respondents	65	64	42	49	33	253
Number of Supervisory Respondents	12	10	11	10	10	53

(NO REGIONAL DESIGNATION INDICATED = 16)

VALIDITY OF RETURNS

When we consider that a great deal of information in the United States is gathered and decisions made, based on samples which are not only smaller in size but very much smaller in their percentage representation, it can be seen that the representation in this report permits valid conclusions to be drawn.

BOX SCORE:

1209 QUESTIONNAIRES DISTRIBUTED

465 QUESTIONNAIRES RETURNED

38.4% RETURN

SECTION SEVEN

PROFILE OF A LAW ENFORCEMENT OFFICER

IN THE STATE OF MONTANA

SECTION SEVEN

PROFILE OF A LAW ENFORCEMENT OFFICER IN THE STATE OF MONTANA

From the data gathered by the questionnaire we can draw a profile of the "average" law enforcement officer in Montana.

For this purpose we have used the data submitted by "All Respondents" and not from separate departments or agencies. However, where significant and for comparison purposes, we have separated supervisory from non-supervisory personnel and selectively have included departmental or agency comparisons.

The Montana Law Enforcement Officer is approximately forty (40) years of age and has been in law enforcement from 5 to 10 years. He has been in his present position the same length of time.

Previous to his becoming a Peace Officer he spent 10 years in other employment. Approximately 4 of these years were spent in the armed forces. The other 6 years, since graduation from high school were spent in employment which could be considered as other than a white collar job. In this he was following an occupational classification similar to that of his father.

As a non-supervisory Peace Officer his salary is approximately $500 per month, with a range of salaries from less than $200 per month to $800. If he is a supervisor, his salary is, surprisingly, about $500 per month with a range of salaries from less than $200 per month to $900.

It is most likely that he is a member of a local Police Department than any other law enforcement agency and he works in a population area with less than 18,000 population. The size of department in which he works is probably less than 24 employees.

He patrols in a one man car and his average work week is around 52 hours.

The important facets of the job of a Law Enforcement Officer, as the officer sees them, are: (1) the opportunity to be helpful to others, (2) working with people and (3) security offered in the profession. Status, prestige, and recognition are not considered as important as security. Nor are they as important as the opportunity to use special abilities and aptitudes. Least important is (1) freedom from supervision, (2) opportunities for rapid success rather than moderate and (3) absence of high pressure. Living and working in the world of ideas and words ranks well down the scale of factors important to the average law enforcement officer identified in this survey. This is to be expected as law enforcement, by it's nature, is necessarily action-oriented.

Training Experience:

The "average" officer including both supervisory and non-supervisory in his 5 to 10 years in a law enforcement agency has had 384 hours of formal training. Separately,

supervisory personnel have had 492 hours as compared to 365 hours for non-supervisory personnel.

By type of agency, the following hours of formal training were recorded:

Sheriff's Offices	
Non-Supervisory	180 Hours
Supervisory	256 Hours

Police Departments	
Non-Supervisory	287 Hours
Supervisory	632 Hours

Highway Patrol	
Non-Supervisory	648 Hours
Supervisory	701 Hours

Fish and Game	
Non-Supervisory	337 Hours
Supervisory	504 Hours

Recruit or Basic Training, prior to or subsequent to appointment to a law enforcement agency was received by less than one-half of all officers responding. Of those officers receiving recruit training 80% serve with the Highway Patrol or a local Police Department.

One out of four officers are currently participating in a regular training program.

Activities and Time Spent on Them

The average law enforcement officer estimates that approximately 59% of his time is spent on those activities normally associated with a peace officer: (1) patrolling, (2) maintaining peace, (3) domestic quarrels, (4) traffic enforcement and (5) investigation of crimes. He also estimates that 20% of his time is spent on what would be called "administrative work". The remaining 21% is taken up with court services, community relations, serving warrants, etc.

Perhaps the amount of time spent on administrative work has been exaggerated because of a natural dislike of this part of the professional activities. However, even if 100% over estimated, it is still considerable and training programs must take this into consideration.

Law Enforcement Skills Inventory

The average law enforcement officer realizes his need for more training. It is not training in what could be considered as "manual skills" such as fire-arms, first aid, etc.; but he does want training in those areas which deal mainly with people, the law, and specifically with narcotics.

Conclusions:

1209 questionnaires were mailed out, 465 (38.4%) were returned. The expected return on this type survey is between 30 and 40 per cent. The 38% return in this

case is excellent and reflects a desire on the part of Law Enforcement Officers to participate in establishing more and better training.

There is no doubt that there is a need for more formal training for Law Enforcement Officers as expressed by them. However, this training should be more "people and law oriented" than their previous training. "Interviewing", "Psychology and Behavior", "Public Relations", "Interrogation Techniques", "Search and Seizure", "Laws of Arrest", "Rules of Evidence" are all items most requested by the officers.

Although there is still need for the basic and mechanical skills to be taught this is not sufficient and the Law Enforcement Officers are very much aware of this and seem, from their responses to the written part of the survey, ready to accept new and expanded training programs.

SECTION EIGHT

DATA TABULATION AND COMMENTS

SECTION EIGHT

DATA TABULATION

AND

COMMENTS

The format used in this section is the same as that used in the questionnaire. In this case the question is repeated and the tabulated responses follow.

The designation "All Respondents" includes all who responded to the question, supervisory and non-supervisory personnel and all departments and agencies included in the survey.

The designation "Police and Sheriffs Only" is self explanatory other than it also includes supervisory and non-superviosry personnel.

PART I

IMPORTANCE OF JOB CHARACTERISTICS

The following statements deal with some characteristics of professions and occupations and are of varying importance to each individual in the selection of a profession or occupation; consequently there are no right or wrong answers. Read each statement carefully and decide how important the characteristic is to you.

1. A stable and secure future.
2. Freedom from pressure to conform in my personal life.
3. Opportunity to use my special abilities and aptitudes.
4. Opportunity to be useful to society in general.
5. Opportunity to be helpful to others.
6. Chance to exercise leadership.
7. Social standing and prestige in the community.
8. Opportunity to be creative and original.
9. Chance to earn enough money to live comfortably.
10. Opportunity to work with people.
11. Chance to achieve recognition from others in my profession.
12. Freedom from supervision in my work.
13. Absence of high pressure.
14. Opportunities for rapid success rather than moderate.
15. Living and working in the world of ideas and words.

ALL RESPONDENTS

1. A stable and secure future.

9. Chance to earn enough money to live comfortably.

5. Opportunity to be helpful to others.

4. Opportunity to be useful to society in general.

3. Opportunity to use my special abilities and aptitudes.

POLICE AND SHERIFFS ONLY

1. A stable and secure future.

9. Chance to earn enough money to live comfortably.

5. Opportunity to be helpful to others.

4. Opportunity to be useful to society in general.

3. Opportunity to use my special abilities and aptitudes.

COMMENT:

The preceding items are listed according to their rank as indicated by the respondents. These five items are considered to be the Most Important job characteristics in the choice of law enforcement as a career. The stability and security aspects of the profession have, historically, been used in recruitment as an incentive. Items 3,4 and 5 are to be expected due to the social nature of a law enforcement officer's duties.

The items listed by all respondents as Not Important were: Freedom from supervision in my work; opportunities for rapid success rather than moderate; absence of high pressure; living and working in the world of ideas and words; and social standing and prestige in the community.

PART II

TRAINING DATA

1. How many hours of formal training have you had since you were appointed to a law enforcement agency?

ALL RESPONDENTS	383.6 Hours
POLICE & SHERIFFS ONLY	269.9 Hours

2. Did you have a recruit training program when you were appointed? a. Yes or No?

ALL RESPONDENTS	Yes 229, No 230
POLICE & SHERIFFS ONLY	Yes 76, No 189

COMMENT: 50% of all respondents had no recruit training when appointed. 71% of police and sheriffs indicated no recruit training when appointed.

b. If yes -- How many hours?

ALL RESPONDENTS	314.9 Hours
POLICE & SHERIFFS ONLY	171.9 Hours

COMMENT: "The President's Commission on Law Enforcement and Administration of Justice" recommends: Formal police training programs for recruits in all departments, large and small, should consist of an absolute minimum of 400 hours of classroom work.

c. What organization provided the training?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
F. B. I.	9	7
Police Department	49	48
Fish & Game	16	0
Montana Highway Patrol	129	1
Montana Law Enforcement Academy	16	12
Montana State Prison	1	1
Sheriff's Department	6	5

3. Did you participate in any formal law enforcement training program since January 1, 1969? a. Yes or No?

ALL RESPONDENTS Yes 301, No 156

POLICE & SHERIFFS ONLY Yes 177, No 87

b. If yes -- How many hours?

ALL RESPONDENTS 88 Hours

POLICE & SHERIFFS ONLY 79.5 Hours

4. Are you participating in any law enforcement training now? a. Yes or No?

ALL RESPONDENTS Yes 60, No 225, No Response 180

POLICE & SHERIFFS ONLY Yes 41, No 126, No Response 103

COMMENT: The high incidence of "No Response" may indicate a misunderstanding of the question.

b. If yes -- where?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
Correspondence	9	6
Community College	12	9
University	4	3
Departmental	29	18
Other	4	3

PART III

TIME SPENT ON ACTIVITIES

1. How long is your average work week in hours?

ALL RESPONDENTS 51.6 Hours

POLICE & SHERIFFS ONLY 52.6 Hours

2. What percentage of this work week do you spend on the following?

ALL RESPONDENTS

27.9% Patrolling, maintaining peace, and domestic quarrels, etc.

22.3% Traffic Law Enforcement and accident investigation

9.2% Investigation of crimes

5.6% Court services; summoning jurors, testimony, bailiff duty, escorting convicted criminals

9.5% Report preparation, report writing

10 % Other administrative work

2.7% Speech making, public relations, visits to schools, clubs, etc.

6.1% Other

POLICE & SHERIFFS ONLY

30.1% Patrolling, maintaining peace and domestic quarrels, etc.

13.0% Traffic Law Enforcement and accident investigation

13.6% Investigation of crimes

6.5% Court services; summoning jurors, testimony, bailiff duty, escorting convicted criminals

10.1% Report preparation, report writing

9.2% Other administrative work

1.7% Speech making, public relations, visits to schools, clubs, etc.

5.7% Other

COMMENT: The fact that the percentages do not add to 100% is due to inaccurate or incomplete data submitted by respondents.
All respondents show patrol and traffic as accounting for a large amount of time spent whereas the Police & Sheriffs show patrol, traffic, and investigation. This is to be expected when the two samples are considered as to personnel represented, i. e. the highway patrol is included in the "All Respondents" sample and therefore traffic and accident investigation heavily weight the total sample.

3. How many hours of overtime do you average per week?

ALL RESPONDENTS	9.1 Hours
POLICE & SHERIFFS ONLY	9.3 Hours

COMMENT: The discrepancy between hours of overtime between this question and question #1, Part III, if based on a normal 40 hour week, is due to the fact some respondents failed to answer this question.

PART IV

LAW ENFORCEMENT SKILLS INVENTORY

The following is a list of areas where you may feel that you need further training. Respond to the questions as objectively as possible.

To become a more effective Law Enforcement Officer, I desire greater skill and knowledge in the following areas: (List Top 10 subjects in importance to you, by priority.)

1. Search & Seizure
2. Report Writing
3. Techniques of Arrest
4. Accident Investigation
5. Civil Process
6. Firearms
7. Records
8. Rights of Accused
9. Communications
10. Laws of Arrest
11. Criminal Investigation
12. Crime Scene Search
13. Interrogation Techniques
14. Court Procedure
15. Traffic Law
16. Criminal Procedure
17. Traffic Law Enforcement
18. Confessions
19. Public Relations
20. Criminal Law
21. Evidence Collection
22. Psychology & Behavior
23. Testifying
24. Riot Control
25. Interviewing
26. Police Patrol
27. Juveniles
28. Pursuit Driving
29. Fingerprinting
30. Photography
31. Rules of Evidence
32. Narcotics
33. Radar
34. Radio Dispatching
35. Human Relations
36. Mental Health
37. Breathanalyser
38. First Aid
39. Stock & Brand Inspection
40. Arson
41. Jail Administration

RESULTS

ALL RESPONDENTS

1. Search & Seizure
2. Laws of Arrest
3. Narcotics
4. Interrogation Techniques
5. Rules of Evidence
6. Techniques of Arrest
7. Public Relations
8. Interviewing
9. Accident Investigation
10. Psycholoby & Behavior

POLICE & SHERIFFS ONLY

1. Narcotics
2. Criminal Investigation
3. Search & Seizure
4. Interrogation Techniques
5. Laws of Arrest
6. Techniques of Arrest
7. Criminal Law
8. Crime Scene Search
9. Rules of Evidence
10. Interviewing

COMMENT: Both samples, i. e. All Respondents and Police & Sheriffs, shared seven skills most requested as additional training.
"All Respondents" indicated Public Relations, Accident Investigation and Psychology & Behavior as needed; whereas, the "Police & Sheriffs" indicated Criminal Investigation, Criminal Law and Crime Scene Search.

PART V

1. Are you a Full Time or Part Time Employee? What is the average number of hours worked per week?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
Full Time	49.6 Hours	49.9 Hours
Part Time	20.1 Hours	22.1 Hours

COMMENT: The retrieval of data did not indicate numbers of full and part time employees although the respondents indicated same on the questionnaire. This information is indicated as an average in question #6, Part V.

2. a. What is your Monthly Salary?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. less than $200	3 - .8%	2 - .8%
2. $200 to $299	2 - .5%	2 - .8%
3. $300 to $399	40 - 9.3%	37 - 14.9%
4. $400 to $499	85 - 19.7%	77 - 30.9%
5. $500 to $599	162 - 37.5%	76 - 30.5%
6. $600 to $699	103 - 23.8%	43 - 17.3%
7. $700 to $799	30 - 6.9%	10 - 4.0%
8. $800 to $899	7 - 1.6%	2 - .8%
9. $900 and over	0 - 0.0%	0 - 0.0%
COMMENT:	432 -100.0%	249 -100.0%

b. Are you compensated for overtime?

ALL RESPONDENTS Yes 107, No 352

POLICE & SHERIFFS ONLY Yes 88, No 180

c. If yes, is it by compensatory time or money?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
Compensatory Time	90	75
Money	16	12

COMMENT: Among all respondents 77% do not receive compensation of any kind for overtime. Of those that receive overtime compensation, 85% receive it in the form of time off.

3. To what type of Law Enforcement Agency do you belong?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Police Department	134 - 29.1%	134 - 49.9%
2. Sheriff's Office	135 - 29.3%	135 - 50.1%
3. Highway Patrol	130 - 28.3%	0
4. Fish and Game	37 - 8.0%	0
5. Township	2 - .5%	0
6. Campus Police	8 - 1.7%	0
7. Indian Police	11 - 2.4%	0
8. Special Enforcement Agencies	0	0
9. Other	3 - .7%	0
	460 -100.0%	269 -100.0%

COMMENT: The equal distribution of response from the major law enforcement agencies, i. e. police, sheriffs and highway patrol insures a balanced and meaningful tabulation of this data.

4. In what size of community do you work?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Under 1,000	22 - 4.9%	8 - 3.0%
2. 1,000 to 4,999	123 - 26.9%	55 - 20.5%
3. 5,000 to 9,999	53 - 11.6%	25 - 9.3%
4. 10,000 to 24,999	103 - 22.6%	65 - 24.3%
5. 25,000 to 49,999	71 - 15.6%	52 - 19.4%
6. 50,000 to 99,999	84 - 18.4%	63 - 23.5%
	456 -100.0%	268 -100.0%

5. In what class city or county do you work?

	CLASS	TAXABLE VALUATION	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
COUNTY	1	50 Million & over	78 - 27.3%	40 - 27.5%
	2	30 to 50 Million	60 - 21.2%	33 - 22.8%
	3	20 to 30 Million	44 - 15.4%	16 - 11.0%
	4	15 to 20 Million	40 - 14.0%	24 - 16.6%
	5	10 to 15 Million	32 - 11.2%	16 - 11.0%
	6	5 to 10 Million	20 - 7.0%	11 - 7.6%
	7	Less than 5 Million	11 - 3.9%	5 - 3.4%
			285 - 100.0%	145 - 100.0%

	CLASS	POPULATION	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
CITY	1	10,000-25,000	131 - 58.0%	87 - 70.2%
	2	5,000-10,000	35 - 15.5%	12 - 9.7%
	3	2,500-5,000	60 - 26.5%	25 - 20.1%
			226 - 100.0%	124 - 100.0%

6. How many Law Enforcement Officers are in your force?

	AVERAGE FULL TIME	AVERAGE PART TIME
ALL RESPONDENTS	55.8	1.0
POLICE & SHERIFFS ONLY	23.6	1.5

7. a. Are you assigned to a specialized work detail?

ALL RESPONDENTS Yes 211, No 238

POLICE & SHERIFFS ONLY Yes 94, No 166

b. If Yes, circle all that apply.

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Traffic	121	36
2. Detective	25	24
3. Juvenile	25	17
4. Patrol	103	44
5. Communications	36	27
6. Vice	10	10
7. Narcotics	19	17
8. Search & Rescue	26	15
9. Other	60	24

8. What is your present rank or title (If answering this question would identify you as an individual there is no need to answer).

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Game Warden	26 - 7.5%	0
2. Lieutenant	3 - .8%	1 - .6%
3. Under Sheriff	10 - 2.9%	10 - 5.6%
4. Deputy Sheriff	49 - 14.2%	49 - 27.7%
5. Sergeant	21 - 6.1%	12 - 6.8%
6. Patrolman	193 - 55.7%	69 - 39.0%
7. Chief of Police	10 - 2.9%	8 - 4.5%
8. Training	1 - .3%	0 - .0%
9. Captain	5 - 1.4%	3 - 1.7%
10. Special Deputy Sheriff	3 - .9%	3 - 1.7%
11. Sheriff	9 - 2.6%	9 - 5.1%
12. Dispatcher	0 - .0%	0 - .0%
13. Detective	7 - 2.0%	7 - 3.9%
14. City Marshal	1 - .3%	0 - .0%
15. Assistant Chief of Police	3 - .9%	3 - 1.7%
16. Jailor	2 - .6%	2 - 1.1%
17. Marshal	1 - .3%	0 - .0%
18. Matron	1 - .3%	1 - .6%
19. Constable	1 - .3%	0 - .0%
	346 -100.0%	177 -100.0%

9. When you patrol do you primarily do so:

		ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1.	On foot	26 - 5.9%	10 - 4.1%
2.	One Man Car	354 - 81.4%	185 - 75.2%
3.	Two Man Car	37 - 8.5%	35 - 14.2%
4.	Motor Cycle	6 - 1.4%	6 - 2.4%
5.	Other	12 - 2.8%	10 - 4.1%
		435 -100.0%	246 -100.0%

10. How long have you been in Law Enforcement?

		ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1.	Less than 90 days	13 - 2.8%	9 - 3.3%
2.	90 days to 7 months	14 - 3.0%	8 - 3.0%
3.	7 months to 1 year	9 - 2.0%	8 - 3.0%
4.	1 year to 2 years	32 - 6.9%	26 - 9.7%
5.	2 years to 3 years	50 - 10.8%	19 - 7.1%
6.	3 years to 5 years	69 - 14.9%	48 - 17.8%
7.	5 years to 10 years	115 - 24.9%	64 - 23.8%
8.	10 years to 15 years	90 - 19.5%	50 - 18.6%
9.	Over 15 years	70 - 15.2%	37 - 13.7%
		462 -100.0%	269 -100.0%

11. How long have you been in your present position?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Less than 90 days	30 - 6.5%	20 - 7.5%
2. 90 days to 7 months	28 - 6.1%	21 - 7.9%
3. 7 months to 1 year	30 - 6.5%	18 - 6.7%
4. 1 year to 2 years	52 - 11.3%	45 - 16.9%
5. 2 years to 3 years	72 - 15.7%	32 - 12.0%
6. 3 years to 5 years	77 - 16.7%	54 - 20.2%
7. 5 years to 10 years	92 - 20.0%	46 - 17.2%
8. Over 10 years	79 - 17.2%	31 - 11.6%
	460 -100.0%	267-100.0%

12. What is your age in years to nearest birthday?

ALL RESPONDENTS	40.2 average years of age
POLICE & SHERIFFS ONLY	42.5 average years of age

13. Which of the following categories best describes (or described) your father's (or guardian's) usual occupation?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Professional	24	15
2. Proprietor or manager	43	27
3. Salesman	11	7
4. Clerical	12	5
5. Skilled worker	140	74
6. Semi-skilled worker	40	26
7. Unskilled worker	39	23
8. Farmer or farm worker	31	17
9. Farm owner or farm manager	93	54

14. How much education have you had?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Less than 8th grade	2 - .4%	2 - .8%
2. Completed 8th grade	12 - 2.5%	10 - 3.7%
3. Some High School	46 - 10.0%	37 - 13.8%
4. High School Graduate	242 - 52.5%	145 - 54.1%
5. Some college	139 - 30.2%	65 - 24.3%
6. Associate Degree	5 - 1.1%	3 - 1.1%
7. Bachelor's Degree	15 - 3.3%	6 - 2.2%
8. Master's Degree	0	0
9. Ph. D.	0	0
	461 -100.0%	268 -100.0%

15. What was your undergraduate major?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Wildlife Management	5	1
2. Engineering	1	1
3. Agriculture	2	0
4. Physical Education	2	1
5. Pre-Law	3	0
6. Business Administration	3	3
7. Nursing	0	0
8. Police Science	2	2
9. Biology	1	0
10. History	1	1
11. Forestry	1	0
12. Speech	1	0
13. Theology	1	1

		ALL RESPONDENTS	POLICE & SHERIFFS ONLY
14.	Psychology	1	1
15.	General Science	1	0

16. What was your graduate major?

ALL RESPONDENTS — Biology - 1

POLICE & SHERIFFS ONLY — Biology - 0

17. How many years Military Service have you had?

ALL RESPONDENTS — 4 Years

POLICE & SHERIFFS ONLY — 3.8 Years

18. a. Were you employed before becoming a member of a Law Enforcement Agency?

ALL RESPONDENTS — Yes 429, No 25

POLICE & SHERIFFS ONLY — Yes 248, No 13

b. If yes -- what was your previous job?

	ALL RESPONDENTS	POLICE & SHERIFFS ONLY
1. Blue-Collar	311 - 78.3%	179 - 78.5%
2. White-Collar	86 - 21.7%	49 - 21.5%
	397 -100.0%	228 -100.0%

19. How long were you employed at a full time job before becoming a member of a Law Enforcement Agency? (Include Military Service)

ALL RESPONDENTS — 10.5 average years

POLICE & SHERIFFS ONLY — 12.1 average years

PART VII

FOR SUPERVISORS ONLY

1. How many years have you been a Supervisor in a Law Enforcement Agency?

   ALL RESPONDENTS — 6.2 Average Years

   POLICE & SHERIFFS ONLY — 6.1 Average Years

2. How many people do you supervise?

		ALL RESPONDENTS	POLICE & SHERIFFS ONLY
a.	Other supervisors	2.4	2.7
b.	Other Law Enforcement Officers	7.8	7.5
c.	Civilian Personnel	3.5	2.4

3. In work, OTHER THAN LAW ENFORCEMENT how many years have you been a supervisor (Include Military Service)?

   ALL RESPONDENTS — 7.1 Average Years

   POLICE & SHERIFFS ONLY — 7.2 Average Years

4. Have you had training in supervisory methods?

   ALL RESPONDENTS — Yes 44, No 29

   POLICE & SHERIFFS ONLY — Yes 28, No 22

PART VIII

(A) JOB FUNCTIONS

Listed below are ten management functions commonly performed by persons in managerial and supervisory positions. Select the function which causes you the greatest amount of problems. Now study the remaining functions on this list and decide which one gives you the least amount of problems.

ALL RESPONDENTS

CAUSES MOST PROBLEMS

1. Maintaining a cooperative work force.
2. Getting the work done.
3. Determining performance requirements.

CAUSES LEAST PROBLEMS

1. Developing & training individuals.
2. Developing and applying controls.
3. Written and verbal communication.

POLICE & SHERIFFS ONLY

CAUSES MOST PROBLEMS

1. Maintaining a cooperative work force.
   Developing and applying controls.
2. Improving work systems and methods.
3. Determining performance requirements.

CAUSES LEAST PROBLEMS

1. Developing & training individuals.
2. Developing and applying controls.
3. Written and verbal communication.

(B) JOB FUNCTIONS (AMOUNT OF TIME SPENT)

Listed below are ten management functions commonly performed by persons in managerial and supervisory positions. Select the function on which you spend the greatest amount of time. Now study the remaining functions on the list and decide on which one you spend the least amount of time.

ALL RESPONDENTS

GREATEST AMOUNT OF TIME

1. Determining performance requirements.
2. Written and verbal communication.
3. Planning and scheduling work.

LEAST AMOUNT OF TIME

1. Developing own managerial competence.
2. Developing and applying controls.
3. Participating in public, community & Political relations.

POLICE & SHERIFFS ONLY

GREATEST AMOUNT OF TIME

1. Determining performance requirements.
2. Maintaining a cooperative work force.
3. Planning and scheduling work.

LEAST AMOUNT OF TIME

1. Developing own managerial competence.
2. Developing and applying controls.
3. Getting the work done.

PART IX

MANAGERIAL AND SUPERVISORY KNOWLEDGE AND SKILLS INVENTORY

Following is a list of functions and activities normally performed by managers and supervisors. This list has been developed over a number of years at the Industrial Relations Center of the University of Chicago from the responses of managers and supervisors to the questions.

These management activities have been grouped into four catagories: A. Management of work. B. Management of people. C. Management of ideas and relationships. D. Management of self-development.

Indicate the areas and activities on your job in which you feel you could be more skilled.

A. MANAGEMENT OF WORK

To do a more effective job of managing work I require greater skill and knowledge in the following functions:

ALL RESPONDENTS

1. Planning to meet emergencies.
2. Analyzing work units for more effective operations.
3. Co-ordinating activities within and between work units.
4. Understanding laws and administering departmental regulations.
5. Making improvement where or when required.

POLICE & SHERIFFS ONLY

1. Planning to meet emergencies.
2. Analyzing work units for more effective operations.
3. Co-ordinating activities within and between work units.
4. Understanding laws and administering departmental regulations.
5. Seeing that people know and do what is expected of them on their job.

B. MANAGEMENT OF PEOPLE

To do a more effective job of managing people I require greater skill and knowledge in the following functions:

ALL RESPONDENTS

1. Getting individuals to participate in setting their own work goals.

2. Planning of and participating in meetings to build co-operation and improving co-ordination.

3. Developing co-operative relationships between "supervisors", associates, and subordinates in the work group unit.

4. Encouraging creative thinking and origination of new ideas.

5. Developing reserves and replacements.

POLICE & SHERIFFS ONLY

1. Getting individuals to participate in setting their own work goals.
   Developing reserves and replacement.

2. Planning of and participating in meetings to build co-operation and improving co-ordination.
   Encouraging creative thinking and origination of new ideas.

3. Helping individuals to adjust to new responsibilities, showing each individual how effective performance of his job is required for efficient operation & developing and maintaining effective discipline.

4. Developing co-operative relationships between "supervisors", associates, and subordinates in the work group unit.
   Reviewing each individual's progress and problems in getting the job done effectively.

5. Encouraging individual subordinates to make decisions.

C. MANAGEMENT OF IDEAS AND RELATIONSHIPS

To do a more effective job of managing ideas and relationships, I require greater skill and knowledge in the following functions:

ALL RESPONDENTS

1. Keeping abreast of the most recent developments in the Law Enforcement field.

2. Improving my own verbal communication skills and developing a program to improve relations between community agencies and my own unit.

3. Making effective presentations to legislative and judicial groups.

4. Knowing and working with key influential groups in the community which can influence and affect my unit.

5. Improving my own written communication skills.

POLICE & SHERIFFS ONLY

1. Keeping abreast of the most recent developments in the Law Enforcement field.

2. Improving my own verbal communication skills.

3. Developing a program to improve relations between community agencies and my own unit.

4. Making effective presentations to legislative and judicial groups.

5. Knowing and working with key influential groups in the community which can influence and affect my unit.

D. MANAGEMENT OF SELF-DEVELOPMENT

To do a more effective job of self-development, I require greater skill and knowledge in the following functions:

ALL RESPONDENTS

1. Improving my own managerial ability & developing my own technical knowledge and skills.
2. Understanding Federal and State standards.
3. Learning how to conduct effective meetings.
4. Understanding the legislative process.
5. Preparing reports.

POLICE & SHERIFFS ONLY

1. Improving my own managerial ability & developing my own technical knowledge and skills.
2. Understanding Federal and State standards.
3. Learning how to conduct effective meetings.
4. Understanding the legislative process.
5. Preparing reports.

PART X

The following is a list of activities which managers usually must perform in their roles as managers. Of these tasks, one may not like to perform them, but they may be important. Conversely, some activities may not be important, but one likes to do them. Consequestly, we are asking you to rate each task four times, each time from a different perspective.

1. HOW IMPORTANT WOULD YOU RATE EACH OF THE FOLLOWING ACTIVITIES FOR A MANAGER?

   ALL RESPONDENTS
   VERY IMPORTANT -- Developing cooperation among subordinates.

   NOT VERY IMPORTANT -- Reprimanding subordinates for poor work.

   POLICE & SHERIFFS ONLY
   VERY IMPORTANT -- Developing cooperation among subordinates.

   NOT VERY IMPORTANT -- Reprimanding subordinates for poor work.

2. HOW WELL DO YOU PERSONALLY LIKE TO DO EACH OF THE FOLLOWING ACTIVITIES:

   ALL RESPONDENTS
   LIKE VERY MUCH -- Developing cooperation among subordinates.

   DISLIKE VERY MUCH -- Reprimanding subordinates for poor work.

   POLICE & SHERIFFS ONLY
   LIKE VERY MUCH -- Developing cooperation among subordinates.

   DISLIKE VERY MUCH -- Reprimanding subordinates for poor work.

3. HOW DIFFICULT WOULD YOU AS A MANAGER RATE EACH OF THE FOLLOWING ACTIVITIES?

ALL RESPONDENTS
VERY EASY -- Giving work directions to subordinates.

VERY DIFFICULT -- Reprimanding subordinates for poor work.

POLICE & SHERIFFS ONLY
VERY EASY -- Giving work directions to subordinates.

VERY DIFFICULT -- Reprimanding subordinates for poor work.

4. HOW WOULD YOU EVALUATE EACH OF THE FOLLOWING ACTIVITIES IN TERMS OF THEIR VALUE AS A MANAGEMENT TOOL OR PRACTICE?

ALL RESPONDENTS
GOOD PRACTICE -- Developing cooperation among subordinates.

BAD PRACTICE -- Reprimanding subordinates for poor work.

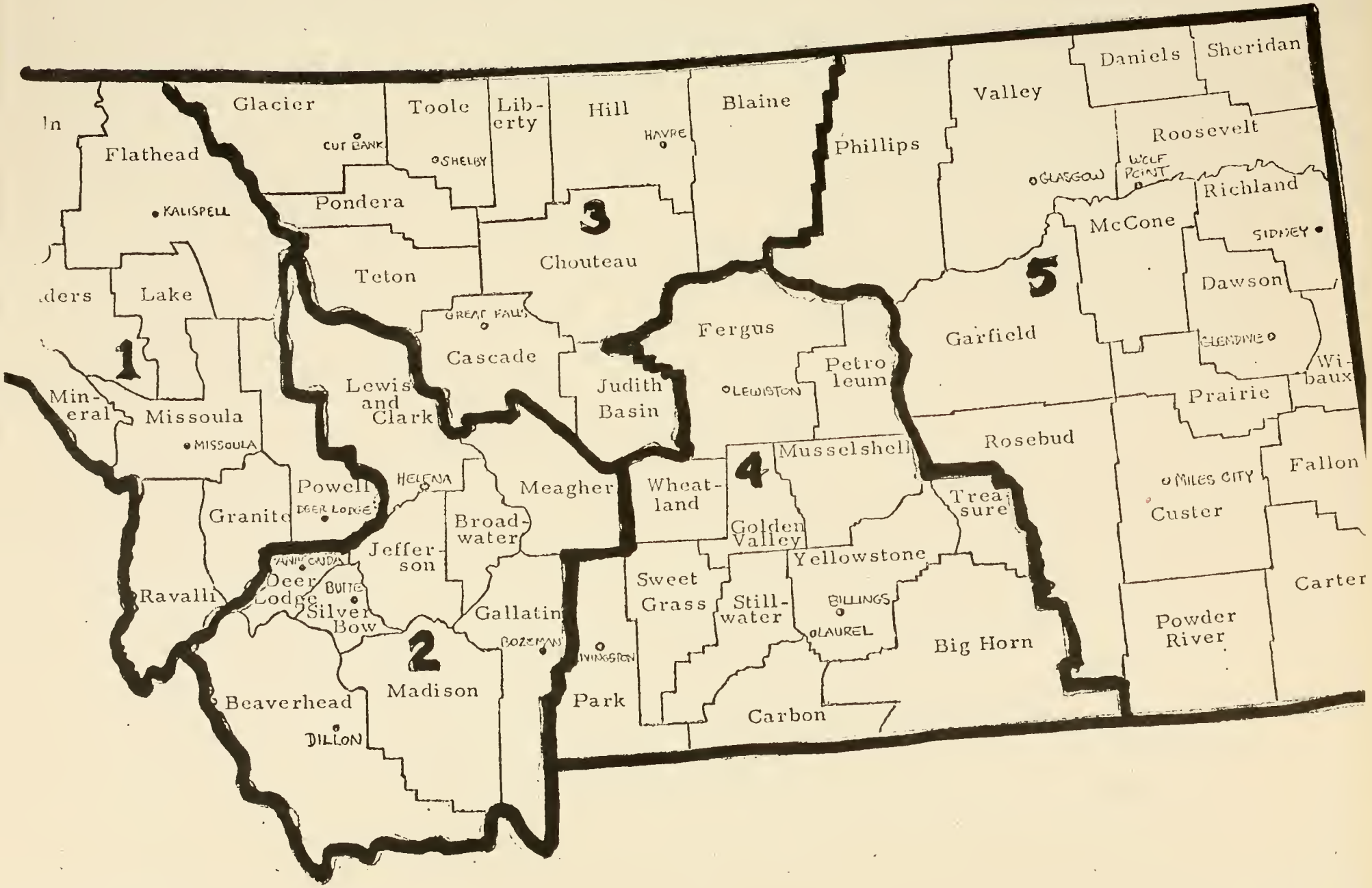
POLICE & SHERIFFS ONLY
GOOD PRACTICE -- Developing cooperation among subordinates.

BAD PRACTICE -- Reprimanding subordinates for poor work.

SECTION NINE

APPENDIX A

REGIONAL MAP OF MONTANA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Glacier
CUT BANK
Toole
SHELBY
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Hill
HAVRE
Blaine
Phillips
Valley
Daniels
Sheridan
Roosevelt
GLASGOW
WOLF POINT
Richland
McCone
SIDNEY
Dawson
KALISPELL
Pondera
3
Chouteau
Teton
ders
Lake
GREAT FALLS
Cascade
Fergus
Garfield
5
GLENDIVE
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Missoula
MISSOULA
Lewis
and
Clark
Judith
Basin
LEWISTON
Petro
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Prairie
Rosebud
Musselshell
4
Wheat-
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Fallon
MILES CITY
Custer
Powell
HELENA
Meagher
DEER LODGE
Granite
Broad-
water
Golden
Valley
Trea-
sure
Jeffer-
son
Yellowstone
Carter
Sweet
Grass
Still-
water
BILLINGS
LAUREL
Big Horn
Powder
River
Ravalli
Deer
Lodge
BUTTE
Silver
Bow
Gallatin
BOZEMAN
2
Madison
Beaverhead
DILLON
Park
Carbon

SECTION TEN

APPENDIX B

PEACE OFFICERS STANDARDS AND TRAINING LEGISLATION IN THE UNITED STATES. "STATE-OF-THE-ART"

STATE	Legal Citation	Effective Date	MANDATORY Requires Basic Training of All Police Officers	VOLUNTARY Encourages Basic Training of All Police Officers	Provide Financial Reimbursement To Local Agencies	Provide Programs and Facilities at No Cost to Local Agencies	Provide Programs and Facilities—Cost Paid by Local Agencies	Council – Commission Selection Procedure	Head State Police	Attorney General of State	Police Chief	Sheriff	FBI	Mayor	City Manager	Educator	Police Association	Private Citizen	Promulgate Rules and Regulations Establish Minimum Standards for Admission to Employment as a Police Officer: In Permanent Position	Promulgate Rules and Regulations Establish Minimum Standards for Admission to Employment as a Police Officer: In Probationary Status	Certification	Establish Minimum Curriculum Requirements: Preparatory	Establish Minimum Curriculum Requirements: In-Service	Establish Minimum Curriculum Requirements: Advanced	Establish Minimum Curriculum Requirements: Supervisory – Management	CONSULT with Other Agencies	Approve Facilities and Institutions	Make Studies and Surveys	Research	Make Recommendations	Employ a Director and Personnel	Evaluate for Compliance
LA.																																
LASKA																																
RIZ.	Chap. 12 Art. 8	July 68	√		√	√		By Appt.[1]		1	2	2				1		2	√		√[2]	√				√	√			√		√
RK.																																
ALIF.	§ 13500-13523PC	Sep 59		√	√	√		By Appt.[4]		1	3	2			4					√	√	√	√	√	√	√	√	√	√	√	√	√
OLO.																																
ONN.	Sec 7-294	Oct. 65	√				√	By Appt.[7]		1											√	√	√			√	√	√	√	√	√	√
EL.	Title II Chap. 84	July 69	√			√		By Appt.[8]	1	1	1			1		1			√		√	√	√	√	√	√	√	√	√		√
.A.	Sec. 23 Part 4	June 67	√			√		By Law[9] & Appt.		1	3	3	1			1			√		√	√	√	√	√	√	√	√	√	√	√	√
A.	Act 898	July 70	√				√	By Law[10] & Appt.	1	1	1	1	1	1			3		√	√	√	√	√			√	√	√	√	√	√	√	√
AWAII																																
AHO	Title 19 Chap. 51	Apr. 69		√	√			By Appt.[11]		1	3	2	1						√	√	√	√	√			√	√	√		√	√	√
L.	Chap. 65	Aug. 65		√	√			By Appt.[12]	1	1	3	2	1	2	2		2		√		√	√	√	√	√	√	√	√	√	√	√	√
D.	Chap. 203	Mar. 67	√			√[13]		By Appt.[14]	1		3	2				1			√	√	√	√	√	√		√	√	√	√	√	√	√
WA	Chap. 112	July 67	√			√		By Appt.[18]		1									√	√	√	√	√	√	√	√	√	√	√	√	√	√
AN.	74-5601 KSA 5606	July 69	√				√	By Appt.[19]	1		2	1	1	1				2								√						
Y.	Chap. 15 K.R.S.	June 68		√				By Appt.[20]	1	1	5	1	1	1		2	2	1				√			√	√	√	√		√	√	√
A.																																
AINE																																
D.	MCA, Art. 41, §70A	June 66	√					By Appt.[21]	1	1	4		1			1	2		√		√	√	√	√		√	√	√	√	√	√	√
ASS.	Chap. 564	June 64	√[22]			√		By Appt.[23]	1		3		1	1		1	1			√		√	√		√		√	√		√	√
CH.	Art 203	Jan. 65		√	√			By Appt.		1	5	2	1				2	2				√	√	√	√	√	√	√	√	√	√
NN.	ML Chap. 626	July 67	√[24]					By Appt.[25]	1	1	5	2	1				2	2			√	√				√	√	√	√	√[26]	√[27]	√
SS.																																
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B.	LB 1346	Jan. 72	√[28]				√	By Appt.[29]											√	√	√	√	√	√	√	√	√	√	√	√	√	√
V.	Chap. 16 NRS	Apr. 69	√			√		By Appt.[30]			1	2		1		1						√				√	√					√
H.																																
J.	NJSA 52: 17B-66	June 61	√[31]				√	By Appt.	1	1			1	1[32]		1	2	2				√	√	√	√	√	√	√	√	√	√	√
M.																																
Y.	Art. 19F Exec. Law	July 69	√				√	By Appt.[33]	1		3	2	2	1						√	√	√	√	√	√	√	√	√	√	√	√	√
C.																																
D.	Chap. 12-61	July 69		√		√		By Appt.[34]	1	1	1	1							√		√	√	√	√	√	√	√	√	√	√		
IIO	Sec. 109-71	June 65	√					By Appt.[35]	1		2	2	1			1		1		√	√	√	√			√	√	√	√	√	√	√
LA.	Title 70	June 68	√		√			By Appt.[36]											√			√				√	√	√	√	√	√	
E.	ORS 181, 610-620	Aug. 61	√			√	√	By Appt.[37]											√		√	√		√	√	√	√	√	√	√	√	√
I.	Title 42 Ch. 23 2	July 69	√			√		By Appt.[38]			3									√	√	√	√	√		√	√			√		√
C.	Act 1160 '70 SCL	July 70	√[39]			√		By Appt.[40]	1	1	2	1				1			√		√	√				√		√		√	√	√
D.	KSCL 23-3-26–23-3-27	July 70	√			√		By Appt.[41]	1	1		1	1			1			√	√	√	√	√	√	√	√	√	√	√	√	√	√
NN.																																
X.	V.C.S. Art. 4413	May 65	√[42]				√	By Appt.[43]	1	1	3	2				3	1		√	√	√	√	√	√	√	√	√	√	√	√	√	√
AH	S.B. 66 Chap. 103	July 67	√			√		By Appt.[44]		1	1	1	1	1					√		√	√	√	√	√	√	√		√	√		
	Title 20 Chap. 151	July 67	√			√		By Appt.[45]	1	1	2	2	1					2	√			√	√			√	√	√		√	√	
	Ch. 16, § 9-107, 111	July 68	√			√		By Appt.[46]	1	1	3	3	1			1			√	√	√	√	√	√	√	√	√	√	√	√	√	√
SH.	RCW 43.100	July 65		√	√			By Appt.[47]	1	1	2	2	1	1		2				√	√	√	√	√	√	√	√	√	√	√	√	√
VA.																																
S.	Chap. 466	Mar. 70		√	√			By Law[48] & Appt.		1	1	1	1					1	√	√	√	√				√	√	√	√	√	√	√
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Adopt and Amend By Laws	Contract	Promulgate Rules and Regulations	Establish and Maintain Training Programs	Reimbursement to Each Political Sub-Division and to the State: Salary	Tuition	Living and Travel	FINANCING: State Appropriated	Levy on Fines	Funds Administered by: Council	State Police	Attorney General of State	Accept Grants and Gifts	PROGRAMS: Basic Recruit Training	Required Hours	Established by Law	Established by Rule	Supervisory – Management Training	Required Hours	Established by Law	Established by Rule	IN-SERVICE	Established by Law	Established by Rule	STANDARDS: EDUCATION	Physical	Mental	Psychological	Moral	Character	Age	Citizenship	Experience	Grandfather Clause	[illegible]
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Footnotes to Preceding Table

ARIZONA: [1] ". . . the membership shall include . . . the Director of the Department of Public Safety . . ."

[2] ". . . The Training and Education Division shall: (1) certify law enforcement training and education programs as having attained the minimum required standards established by the council. (2) Certify instructors as having qualified as law enforcement officer instructors under conditions established by the Council."

[3] "A penalty assessment in the amount of $2.00 for every $20.00 collected by the courts for criminal matters."

CALIFORNIA: [4] ". . . The Commission consists of nine members appointed by the Governor . . . of whom five must be either sheriffs or chiefs of police . . . two must be elected officers or chief administrative officers of cities in this State and two must be elected officers or chief administrative officers of counties of this State as well as the Attorney General, who shall be an ex officio member of the commission . . ."

[5] "A penalty assessment in an amount equal to $5.00 for every $20.00 or fraction thereof, collected by the courts for criminal offenses. A penalty assessment equal to $1.00 for every $20.00 of fine or fraction thereof, collected by the courts for non-parking traffic offenses.

[6] "Minimum education standard required includes 6 college semester units."

CONNECTICUT: [7] "Eight members of the Educational Committee of the Connecticut Chiefs of Police Association who are holding office or employed as chiefs . . . or the highest ranking professional police officer of a regularly organized police department."

DELAWARE: [8] ". . . The Commission shall be composed of six members . . . a Chairman to be appointed by and to serve at the pleasure of the Governor, the Attorney General, the Superintendent of the Delaware State Police, the Chief of the City of Wilmington Police, the Superintendent of the Department of Public Instruction, the President of the Delaware League of Local Governments . . ."

FLORIDA: [9] ". . . and two police officers who are neither sheriffs nor chiefs of police . . . the director of the Department of Public Safety."

GEORGIA: [10] "The Council shall consist of 13 voting members and two advisory members and shall be composed as follows: The Attorney General of Georgia or his designee, the Director of the Georgia Department of Public Safety, the President of the Georgia Chiefs of Police Association, the President of the Georgia Sheriffs' Association, the President of the Georgia Municipal Association, the President of the Association of County Commissioners of Georgia, and the President of the Peace Officers Association of Georgia shall be ex-officio members of the Council, as full voting members of the Council by reason of their office. Six members shall be appointed by the Governor . . . (composed of) one chief of police, two municipal police officers other than a chief of police, one county sheriff, one city manager or mayor, and one county commissioner . . . The Superintendent of the Georgia Police Academy, or his designee, and the Special Agent in Charge of the Atlanta Division of the F.B.I., shall serve on the Council in an advisory capacity only, without voting privileges . . ."

IDAHO: [11] "The Commission may establish, and the Chairman appoint, such subcommittees, or advisory councils as it deems fit, including a peace officer standards and training subcommittee, and provide funds for the meetings of such subcommittees or councils."

ILLINOIS: [12] ". . . Board composed of 16 members: 5 appointed by statute and 11 appointed by the governor . . . The 5 by statute are: one attorney general, the Superintendent of the Highway Patrol, the Superintendent of the Chicago Police Department, the Director of the Illinois Police Training Institute, and the F.B.I. agent in charge of the Springfield Division. The 11 by the governor are 2 mayors, 2 county sheriffs, 2 city managers, 3 chiefs of police, and 2 citizens of Illinois who shall be members of an organized enforcement officers' association which has no other members on the Board other than the chief of a municipal police department . . ."

INDIANA: [13] ". . . The facilities shall be available . . . without cost to . . . law enforcement agencies, subject to rules and regulations of the Board . . . agencies conducting training at other facilities . . . shall be entitled to a per capita allowance from the . . . fund to defray portions of the cost of such training . . . approved by the Board . . ."

[14] ". . . a law enforcement training board . . . the Superintendent of the Indiana State Police . . . one county sheriff from a county of over 50,000 population . . . one county sheriff from a county of under 50,000 population; one chief of police from a first or second class city; one chief of police from a third or fourth class city; one chief of police, police officer or town marshal from a fifth class city or town; one prosecuting attorney; one judge of a circuit, criminal or superior court exercising criminal jurisdiction; one member representing professional journalism; one member representing the medical profession; one member representing education; one member representing business or industry; one member representing labor; one member representing the Indiana Municipal league . . . an advisory council, non-voting capacity shall be composed of the Special Agent in Charge of the F.B.I. office covering the State of Indiana . . . the Attorney General of Indiana . . . the Administrative Director of the Indiana Commission on Forensic Science; and one member representing theology . . ."

[15] ". . . Minimum basic training requirements which law enforcement officers appointed on a permanent basis shall complete in order to be eligible for continued employment."

[16] ". . . created a continuing training fund, an academy building fund and a special donation fund . . ."

[17] ". . . in each and every criminal action . . . two dollars of said fee . . . deposited in the General Fund . . . shall be earmarked and deposited in the Law Enforcement Training Fund . . ."

IOWA: [18] "Also included is one member appointed from the Senate . . . One member from the House . . . and four members knowledgeable and experieced in the field of law enforcement . . . The F.B.I. member serves in an ex-officio capacity . . ."

KANSAS: [19] ". . . Commission of ten members . . . Full-time law enforcement officers . . ."

KENTUCKY: [20] ". . . The F.B.I. member serves in advisory status only, and the Commission also has one member from the Kentucky Bar Association . . ."

MARYLAND: [21] ". . . and four police officials of the state . . ."

MASSACHUSETTS: [22] "mandatory training for cities of 5,000 or more."

[23] ". . . Also consists of the Director of Civil Service . . . Commissioner of Public Safety . . . Commissioner of Police of Boston . . . and administrator of a city or town . . ."

MINNESOTA: [24] ". . . Mandatory to cities of 1,000 population or more; voluntary to cities of 1,000 or less . . ."

[25] ". . . The board shall be composed of the following . . . Two members to be appointed by the governor from among the county attorneys or their assistants, one of whom shall be from a county containing a city of the first class . . . The superintendent of the Minnesota bureau of criminal apprehension or his designee . . . The chief of the Minnesota highway patrol or his designee . . . the SAC of F.B.I. or his designee . . ."

[26] ". . . The board may recommend to the attorney general rules and regulations only with repect to . . . certain clauses . . . but not as to minimum standards of physical, mental, educational, etc. . . ."

[27] ". . . The Executive Director . . . shall have the following duties . . . to be exercised with the approval of the Board . . . and to be executed only in full accordance with the rules and regulations promulgated by the attorney general . . ."

Date Due

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